

Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, October 17, 2014 at the hour of 8:00 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

## **I. Attendance/Call to Order**

Chairman Wiese called the meeting to order.

Present: Chairman Dorene P. Wiese, EdD and Director Carmen Velasquez (2)

Board Chairman M. Hill Hammock (ex-officio), Vice Chairman Hon. Jerry Butler and Directors Ada Mary Gugenheim and Emilie N. Junge

Absent: None (0)

Additional attendees and/or presenters were:

Randolph Johnston – Associate General Counsel  
Gladys Lopez – Chief of Human Resources  
Elizabeth Reidy –General Counsel

Deborah Santana – Secretary to the Board  
John Jay Shannon, MD –Chief Executive Officer

## **II. Public Speakers**

Chairman Wiese asked the Secretary to call upon the registered public speakers.

The Secretary called upon the following registered public speaker:

1. George Blakemore      Concerned Citizen

## **III. Report from Chief of Human Resources** (Attachment #1)

Gladys Lopez, Chief of Human Resources, presented her report, which included information on the following subjects: FY2014 Posting Activity; Comparison of Vacancies Filled - FY2013-FY2014; Breakdown of Vacancies Filled – FY2014 (Internal and External); 2014 Vacancies and Separations; FY2014 Separations by Reason; and Labor Relations. The Committee reviewed and discussed the information.

During the discussion of the information on FY2014 Internal and External Vacancies Filled, a question was raised regarding the categories of nursing positions that are being filled. Ms. Lopez stated that the categories include Clinical Nurse I, Clinical Nurse II, Nurse Coordinators, Advanced Practice Nurses and Clinical Case Managers; she noted that the total does not include Licensed Practice Nurses.

Ms. Lopez stated that the difficulties experienced in filling nursing vacancies are due to the internal process. She stated that external candidates are in the wings waiting while internal candidates keep moving around, transferring and taking these vacancies. She noted that it literally takes up to four (4) months to get to the external candidates.

Director Velasquez inquired whether the System has a policy regarding the recruitment of registered nurses with four-year degrees. Ms. Lopez responded that, currently, the minimum requirement for nurses is a bachelor's degree; however, she noted that there are nurses who have been employed at the System for a long period of time that do not have bachelor's degrees. Chairman Wiese inquired as to the reason why the System does not recruit nurses with associate degrees; she asked whether this was a union policy. Ms. Lopez responded that the minimum requirements are included in the job descriptions for these vacancies; the administration would have to work with the union if it wanted to change the minimum qualifications. Chairman Wiese requested that the administration

### **III. Report from Chief of Human Resources (continued)**

revisit the issue and look at the possibility of recruiting associate degree nurses. Dr. John Jay Shannon, Chief Executive Officer, stated that the Executive Director of Nursing, Agnes Therady, was unable to attend this meeting, as she is currently attending a negotiations meeting with representatives of the National Nurses Organizing Committee (NNOC). As this is a complex question, he stated that he preferred to have that discussion with Ms. Therady present, so she can provide additional information about strategy, professionalism requirements and changing trends in nursing practice. He requested that Ms. Therady and Ms. Lopez provide an update to the Board on that subject<sup>1</sup>.

With regard to the subject of separations, a request was made for a comparison between 2013 and 2014 of separations due to retirement and resignations that also breaks out the information by category of position<sup>2</sup>.

Dr. Shannon stated that nursing staff is almost one-third (1/3) of the System's budgeted positions, and there is good reason to believe that probably one-third (1/3) of the separations in the past year are related to the nursing personnel. He stated that the administration plans to bring back that detailed analysis in the future. He referenced a request that Board Chairman Hammock has made for the development of an organizational dashboard; examples of measures that would be included on an organizational dashboard that are related to Human Resources would include time to fill, separation rates and reasons for separation.

Ms. Lopez noted that the online exit interview website is up and running. Those individuals leaving the System are given a link to the website that allows them to answer questions and provide feedback as to the reason for their separation. Unfortunately, the response rate has been low, so staff is working to address that; she added that only two (2) responses have been received for the month of October.

In response to a question regarding whether the System conducts face-to-face exit interviews with outgoing staff, Ms. Lopez responded in the negative. She stated that generally, the Human Resources Department is not always informed by the hiring manager or the exiting employee when the employee is leaving the organization. She stated that staff are working to address that; they are compiling a "Manager 101" training to provide information on how critical it is that Human Resources be notified in a timely fashion, so that data can be accurate and people are properly exited out of the System. Ms. Lopez added that, with the new web-based Human Resources system, the administration is hoping to have additional fields created so that type of information can be added and reports can be generated. Chairman Wiese noted that this subject impacts the posting and hiring process - if the administration is informed ahead of time that an employee will be separating, that would give them some extra time in preparing for the transition of that position.

In response to a question regarding whether goals and benchmarks exist in terms of the number of vacancies that the Human Resources Department would like to fill each month, Ms. Lopez stated that she and her staff are working with the budget team to compile a hiring plan; this involves providing the vacancies for the fiscal year to the hiring manager/department head and asking them to provide their plan of when these positions need to be filled.

Dr. Shannon stated that, as has been previously mentioned, the administration has internally set an expectation that the System would reduce its vacancies down to 850 by the end of this fiscal year, and to 600 by the end of the next fiscal year. There is a huge challenge inherent in the second number, because a greater number of separations are anticipated in the upcoming year if pension reform becomes a reality. Additionally, the administration is working to ensure that the System is a flexible, responsive organization that is hiring to meet the needs of its patient population.

Chairman Wiese requested that the Committee receive information on the actual titles of the positions being hired and their salaries<sup>3</sup>. Ms. Lopez responded affirmatively.

**III. Report from Chief of Human Resources (continued)**

Following the presentation of her report, Ms. Lopez shared a new Human Resources Department brochure that has been recently developed (Attachment #2).

**IV. Action Items**

**A. Minutes of the Human Resources Committee Meeting of September 19, 2014**

Director Velasquez, seconded by Chairman Wiese, moved to accept the minutes of the meeting of the Human Resources Committee of September 19, 2014. THE MOTION CARRIED UNANIMOUSLY.

**B. Any items listed under Sections IV and V**

**V. Closed Meeting Items**

**A. Discussion of personnel matters**

**B. Update on labor negotiations**

**C. Discussion of litigation matters**

The Committee did not recess the open meeting and convene in a closed meeting.

**VI. Adjourn**

As the agenda was exhausted, Chairman Wiese declared that the meeting was ADJOURNED.

Respectfully submitted,  
Human Resources Committee of the  
Board of Directors of the  
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Dorene P. Wiese, EdD, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Deborah Santana, Secretary

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- <sup>1</sup> Follow-up: Request for Agnes Therady and Gladys Lopez to provide an update to the Board on the subject of recruitment of different categories of nurses. Page 2.
- <sup>2</sup> Follow-up: With regard to the subject of separations, a request was made for a comparison between 2013 and 2014 of separations due to retirement and resignations that also breaks out the information by category of position. Page 2.
- <sup>3</sup> Follow-up: Request that the Committee receive information on the actual titles of the positions being hired and their salaries. Page 2.

Cook County Health and Hospitals System  
Human Resources Committee Meeting Minutes  
October 17, 2014

ATTACHMENT #1

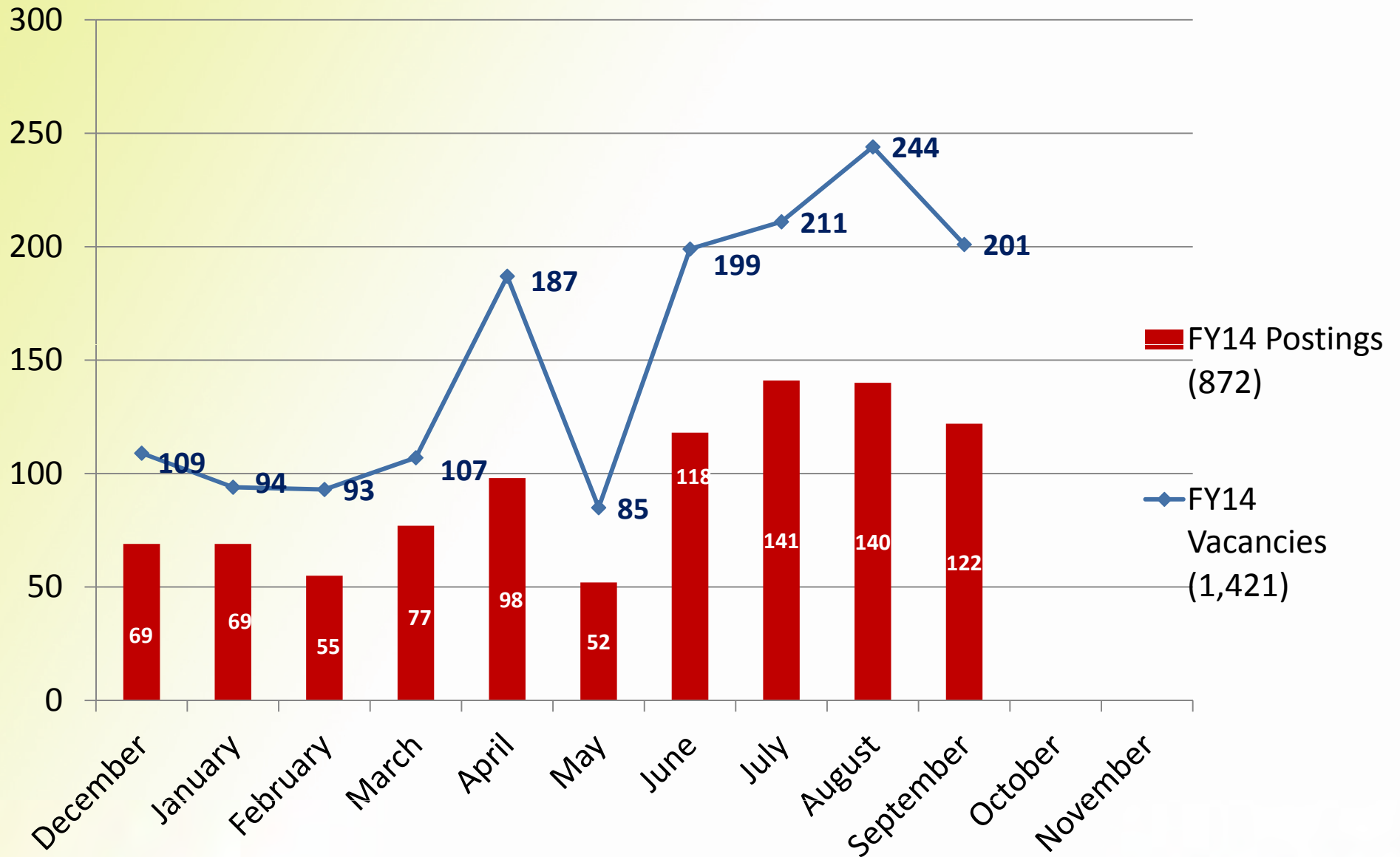


# **CCHHS Human Resources**

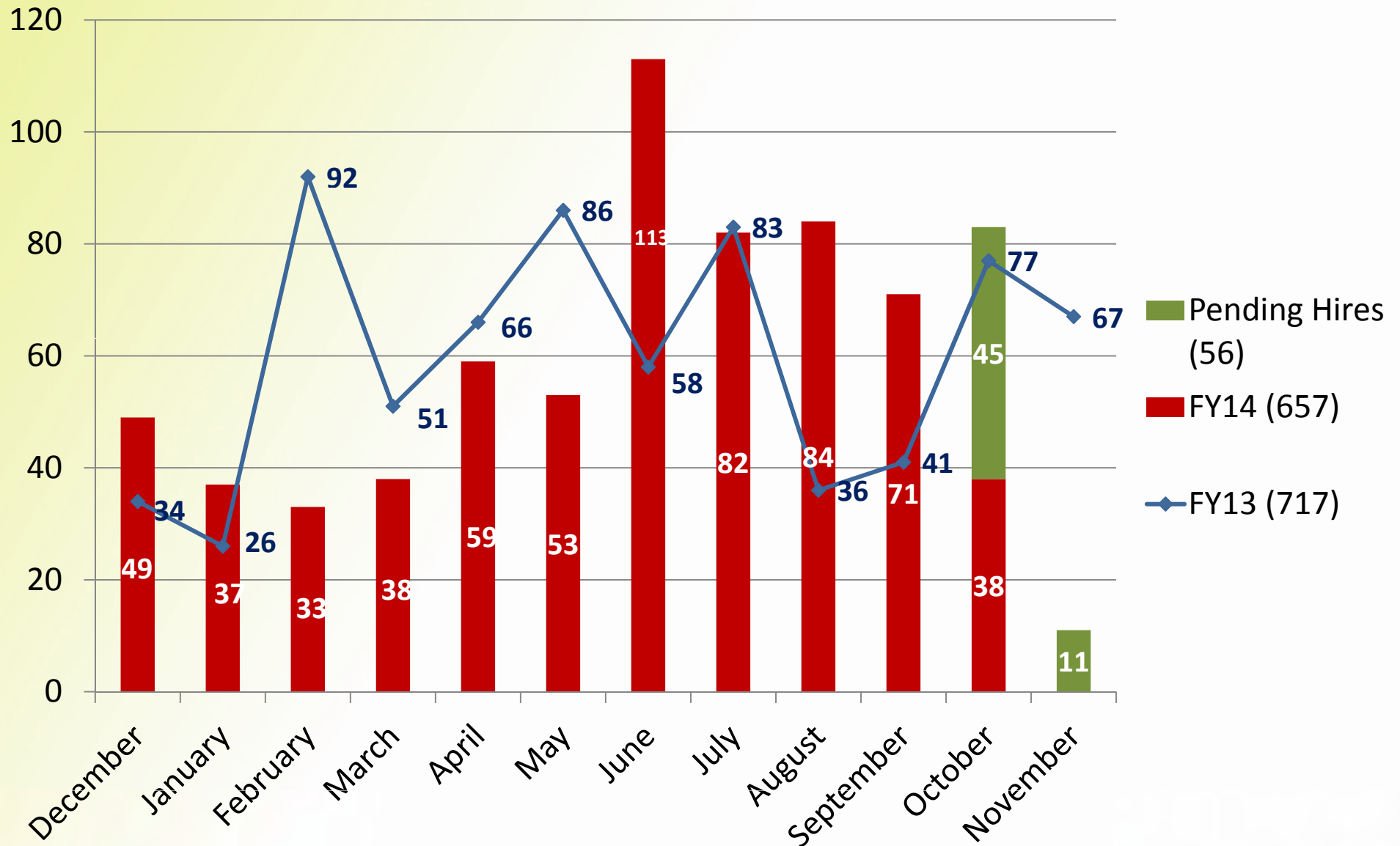
**Gladys Lopez,  
Chief of Human Resources**

**October 17, 2014**

# FY14 Posting Activity



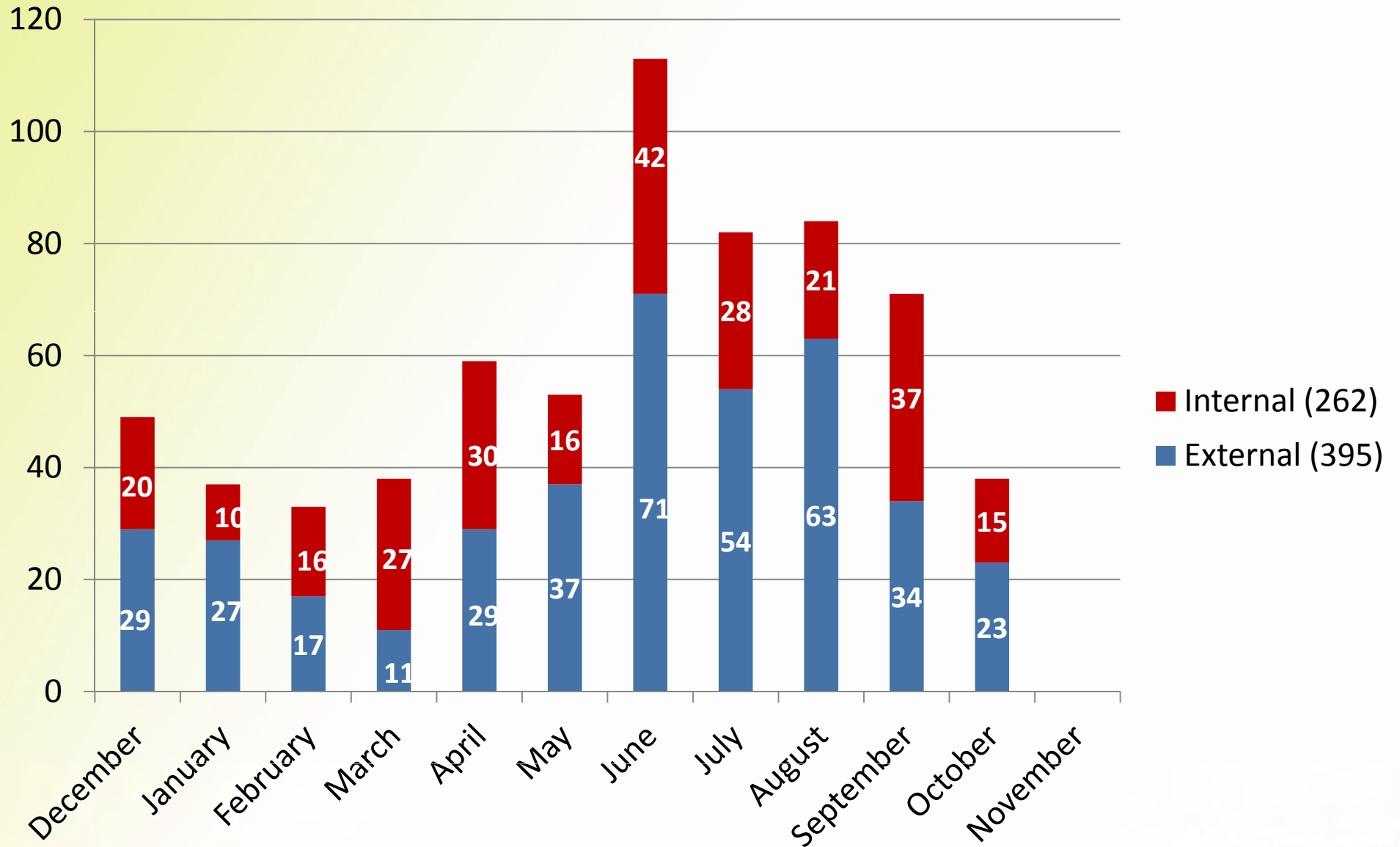
# Comparison of Vacancies Filled – FY13 to FY14



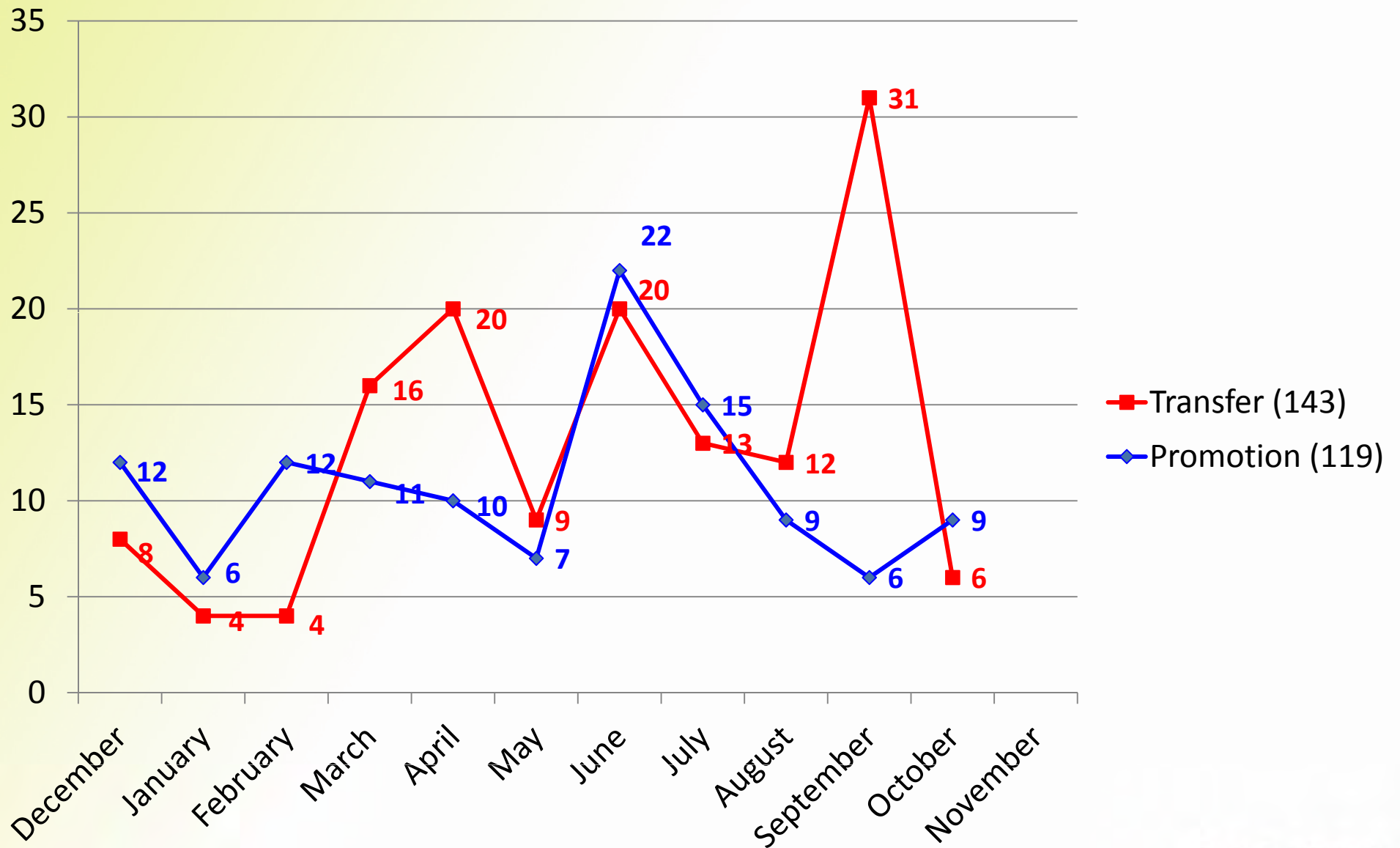
**NOTE:** As of 10/06/14 we have 13 candidates who are being processed. A Hire Date has not yet been identified for these individuals.



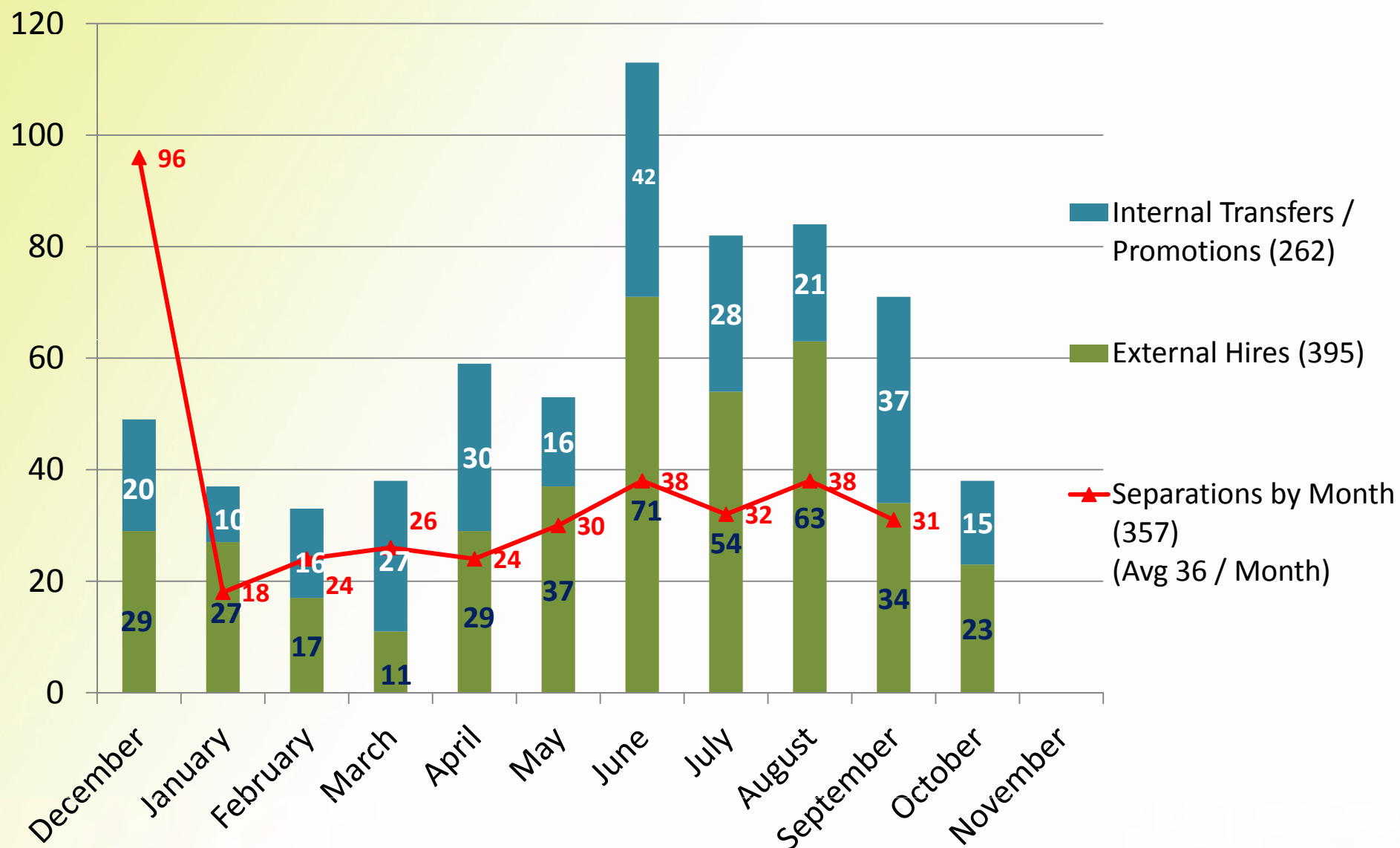
## 657 Vacancies Filled – FY14 (Internal and External)



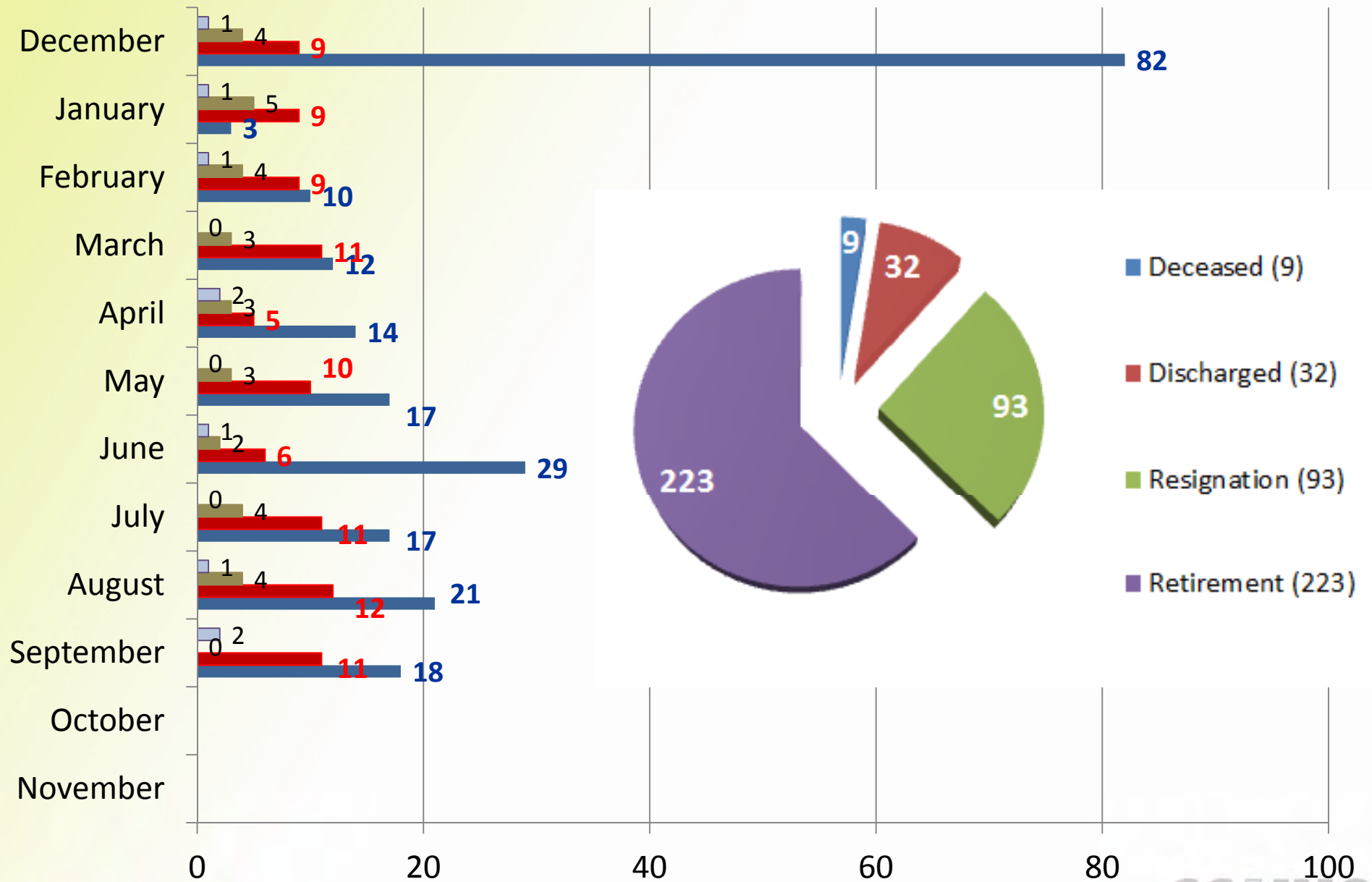
# Breakdown of 262 Internal Vacancies Filled



# 2014 Vacancies and Separations



# FY14 Separations By Reason





# **CCHHS Labor Relations**

**October 17, 2014**

## Labor Updates

- We continue to engage in collective bargaining
- We continue to engage in impact bargaining on:
  - Saturday Clinic Hours
  - Mandatory Influenza Vaccination for Personnel (Flu Shot) Policy
- We will meet with impacted CCDPH staff in connection with the consolidation of clinic services to ACHN



# **Closed Session**

**October 17, 2014**

Cook County Health and Hospitals System  
Human Resources Committee Meeting Minutes  
October 17, 2014

ATTACHMENT #2



## Human Resources

**John H. Stroger, Jr. Hospital**  
750 South Wolcott, Room G-50  
Chicago, IL 60612  
312.864.1810 (Inpatient)  
312.864.1816 (Outpatient)

**Provident Hospital**  
500 East 51st Street, Room 2008  
Chicago, IL 60615  
312.572.1417

**Cermak Health Services**  
2800 South California Avenue  
Administration Building  
Office 1173  
Chicago, IL 60608  
773.674.5613

**Oak Forest Health Center**  
15900 South Cicero Avenue  
Oak Forest, IL 60452  
708.633.3658

### Job Posting Website

<http://www.cookcountyhhs.org/about-cchhs/careers/>

**Gladys Lopez**  
Chief of Human Resources  
**Barbara Pryor**  
Deputy Chief of Human Resources  
312.864.0414

**Cook County Health & Hospitals System • Mission Statement**  
"To deliver integrated health services with dignity and respect regardless of a patient's ability to pay; foster partnerships with other health providers and communities to enhance the health of the public; and advocate for policies which promote and protect the physical, mental and social well being of the people of Cook County."

Visit us at [www.cookcountyhhs.org](http://www.cookcountyhhs.org)



Cook County Health  
& Hospitals System



CookCtyHealth

CHHS 2014: Marketing - Graphic Services

# Department of Human Resources





## RECRUITMENT

To support our complex hiring needs, we have three Recruiting Teams to assist our Hiring Managers.

### The Recruitment Teams include:

#### Nursing

**Lavonda Williams**, Talent Business Partner  
312.864.1833

#### Physicians & Allied Health Professionals

**Keyona Denton**, Talent Business Partner  
312.864.1834

#### Administrative Staff

**Arielle Dixon**, Talent Business Partner  
312.864.1838

**For questions concerning your application or the recruiting process please call the Candidate Recruiting Hotline Number at:**  
312.864.0430

In addition to filling CCHHS vacancies, the Recruiting Team also manages and processes internal transfers and promotions.

**Geri Evans**, Talent Acquisition Manager  
312.864.1811

## OPERATIONS

### Services Include:

We offer support in the areas of Hospital Orientation, ID Processing, Employment Verification, Salary Inquiries relating to grade and step increases and/or corrections, Benefit Accruals inquiries, New employee set-up in the payroll system, Nursing Tuition Reimbursement, Leaves of Absences; FMLA, and general information relating to the adherence to Organizational Policies and Procedures.

**In-Patient Operations** supports John H. Stroger Hospital, Cermak Health Services and Provident Hospital. The hours for each facility are as follows:

<b>Cermak Health Services</b>	8:00 a.m. – 4:00 p.m. M-F
<b>Provident Hospital</b>	8:00 a.m. – 4:00 p.m. M-F
<b>John H. Stroger Hospital</b>	7:00 a.m. – 5:00 p.m. M-F
<b>Paris Parlee</b> , Director, HR Operations - In-Patient	312.864.1817

**Outpatient Operations** supports Fantus and Specialty Clinics at Stroger, CORE, CCHHS Ambulatory Clinics of Northern Cook County, Oak Forest Health Center, CCHHS Ambulatory Clinics of Southern Cook County, Cook County Department of Public Health and Sengstacke at Provident.

**Stroger Hospital and Oak Forest Health Center**  
Hours of Operation: 7:00 a.m. – 5:00 p.m. M-F  
**Eula Sisco**, Director, HR Operations – Out-Patient  
708.633.3663



## LABOR

The Labor/Employment Team provides assistance to Management in developing and strengthening labor relations between management and labor unions in the following areas:

- Personnel Policy Review and Application
- Collective Bargaining Agreements
- Disciplinary Proceedings and Investigations
- Grievance Responses/Management Obligations

**For In-Patient Operations - John H. Stroger and Provident Hospital please contact:**

**Orlando Brown**, Labor Director

312.864.0424

**Anna-Marie Sloan**, Labor Analyst

312.864.0405

**For Out-Patient Operations representing Fantus and Specialty Clinics at Stroger, CORE, CCHHS Ambulatory Clinics of Northern Cook County, Oak Forest Health Center, Ambulatory Clinics located in Southern Cook County, Department of Public Health and Cermak Services please contact:**

**Jennifer Purcell**, Labor & Employment Counsel

312.864.1830

**Karen Brown**, Labor Analyst

Oak Forest (M, T, TH) 708.633.3657

Provident (W, F) 312.572.1404

**For general labor inquiries please contact:**

**Pam Campbell**, Labor Assistant

312.864.0420

**Charl Hunt**, Labor Assistant

312.864.1819



## CLASS & COMPENSATION

The Class & Compensation Team assists the organization with the following tasks and activities:

- Job Description Revisions
- Questions on position title, job code, pay grade
- Budgeted PID Reclassification Requests

**Katherine Mourikes**, Director, Workforce Development & Talent Acquisition  
312.864.1812

## LEARNING & DEVELOPMENT

The Learning and Development team is responsible for managing and coordinating system-wide training initiatives which include the Leadership Development Program (LDP) and the Maintaining a Safe and Secure Workplace program.

**Karen D. Williams**, System Manager

HR Learning & Development

312.864.1898

**Jamal Thompson**, HR Learning &

Development Assistant

312.864.1818

